

U.S. Department of Education Office of Safe and Drug-Free Schools

**Emergency Response and Crisis Management
FY 2004 Grantees Meeting
February 1-2, 2005 San Francisco, CA**

Functional Exercises
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Risk Solutions International

Goals and Objectives

- Enhance awareness of the four phases of emergency management
- Learn best practices for crisis and emergency management
- Understand mitigation/prevention methodologies
- Understand the importance of being prepared for all types of emergency events
- Learn effective response practices
- Understand the recovery process
- Understand appropriate evaluation strategies

Exercise Set Up

- 6 exercises for 22 tables
- 30 - 45 minutes for each of the 4 phases
- Team develops answers and best practices
- Team spokesperson provides answers to audience
- Microphones open up to the audience to share additional best practices

Mitigation/Prevention

- What mitigation/prevention strategies will your team implement to eliminate exposures and reduce the likelihood that this occurrence will happen again?
- What evaluation methodologies will be used to validate that the mitigation/prevention techniques have improved or impaired your revised mitigation program?

Preparedness

- What proactive preparedness programs, tools, and training should be implemented to prepare school and district staff and the community for this type of event in the future?
- What evaluation data will help to assess the school's current state of preparedness?

Response

- How will your team respond to this event and what strategies will be used to manage this event to prevent loss of life and bodily injury and minimize property damage?
- What evaluation methods and data are helpful to assess the district's response to this event?

Recovery

- What recovery techniques can be used to minimize harm to school assets and resume full operations as quickly as possible?
- How will you evaluate the recovery process, and how will this information be used to reduce gaps in the recovery plan?

Chemical Release

- 42-car train derailment with chorine tanker car leak
- High school within one hour of chemical plume
- Principal alerts ERT and monitors news channels
- Police deny access into area around school
- FD advises to stay indoors and shut off HVAC
- Principal orders lockdown and finds out there is no way to shut off HVAC
- 2 PE classes playing tennis outside
- PD advises school to evacuate south to YMCA
- No school recovery plan or reunification process

Fire

- Contractor working in boiler room accidentally starts fire
- Office is alerted; school officials sound alarm and call 911
- PA system does not work in part of building
- Difficult for students to leave gym because of car parked against school
- Fire Department arrives and cannot get plans
- Teachers forget class rosters and 12 students are missing
- 10 students found trapped in storage room and 2 did not check in
- East side of school is closed for 60 days and district needs to find alternate space for 12 classrooms

Food Poisoning

- No training for cafeteria staff in five years
- Cafeteria back door is left open and door is malfunctioning in walk-in cooler
- 3 students get sick after lunch
- 7 additional people get sick later that night
- All have the same symptoms
- Food Poisoning story makes the 6:00 news
- Parents call the school district to see if school is safe; told it is safe
- School district working with public health

Shooting on School Grounds

- Student walks into school at lunch and is told by security to check in at office; instead walks to 2nd floor and hides in restroom
- Student walks into hall and shoots fellow student and teacher
- Students are shocked by the scene
- Administrative assistant calls 911 with little information
- No one meets first responders at front entrance
- Little interaction between school and public safety responders
- Channel 7 calls school office and secretary states, "very chaotic right now"
- Principal calls district headquarters and requests assistance
- Student victim dies and teacher is seriously injured
- Teen suspect goes home and takes his own life

Transportation Accident

- 5 buses taking a field trip to aquarium
- Armed robbery occurs across town and chase ensues
- Robbery suspect vehicle hits bus broadside
- 1 suspect deceased, 1 seriously injured
- Bus driver slightly injured, 6 students injured
- School radios not working
- School decides to let other buses continue to aquarium, but many students are upset from witnessing the accident
- Injured students treated without parental consent
- Investigation reveals bus driver had DUI and suspended license
- Parents call the school district saying they are going to sue

Tornado

- Tornado Warning Sirens activated when tornado spotted 14 miles from city
- School basement is too dirty and cluttered for sheltering area; students in school building gather in hallways and restrooms
- Athletes shelter in old athletic facility
- Athletic facility collapses and beam traps 2
- Fire Department incident commander cannot establish school official in charge
- School officials take attendance, but have no idea who is in athletic facility
- Reunification process works well for students in school building
- 14 students sent to hospital, 19 others treated at scene
- Journalists arrive and ask principal, "Why were students sheltering in a facility that is old and in need of major repair?"

4 Phases of Emergency Management

Best Practices

Mitigation/Prevention

- Risk & Vulnerability Assessments (Risk Matrix)
- Implement Countermeasures
- Building Partnerships with stakeholders
- Comprehensive Security policies and protocols
- Proactive Safe Schools Program
- Crime Prevention thru Environmental Design
 - Access Control, CCTV, Mirrors
 - Visitor Protocol
 - Fencing, shrubbery, blind spots
- Student Resource Officers/ Security/ Police Officers
- Disciplinary Policy
- Emergency Phone Stickers

Preparedness

- School Emergency Response Plan “all-inclusive”
- District-wide Plan
- District & School Teams
- Emergency Procedures Guides (flipcharts)
- Evacuation-Sheltering-Lockdown drills and awareness
- Training & Exercises
- Crisis Communications Plan
- Equipment, Food, First Aid, To-Go Kits
- Reunification Process
- Mental Health and Medical Preparation
- Off school grounds events
- Evaluation, programs, plans and policies

Response

- Incident Command System (ICS)
 - National Incident Management System (NIMS 2004)
 - Unified Command Structure
- Discovery – Response – Stabilization – Termination
- Evacuation – Sheltering – Lockdown
- School Specific Actions – Action Plan (follow school ERP)
- Emergency Shut Off locations
- Communications
- Tracking Systems
- Emergency Operations Center
- Notifications
- Securing Scene
- Triage

Recovery

- Reunification Process
- Post-Incident Critique
- Communications
- Critical Incident Stress Management
- Damage Assessment
- Professional Roles
- Clean up / Decontamination
- Mental Health
- Reopening of School